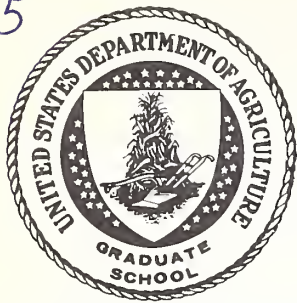


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GRADUATE SCHOOL

CONTINUING EDUCATION
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Newsletter

JUN 10 1969

CALENDAR OF EVENTS

CURRENT SERIAL RECORDS

May, 1969

May 26 - 31(May 30 Holiday)	Evening Program Summer Registration
June 2	Classes start
June 3	Faculty Luncheon - to be announced
June 4	Lecture - "Cell Walls During Reproductive Development," by Dr. J. Heslop-Harrison. Plant Industry Station, Beltsville, at 10:30 a.m.

VOICE OF THE STUDENT -- AND THE TRAINING OFFICER

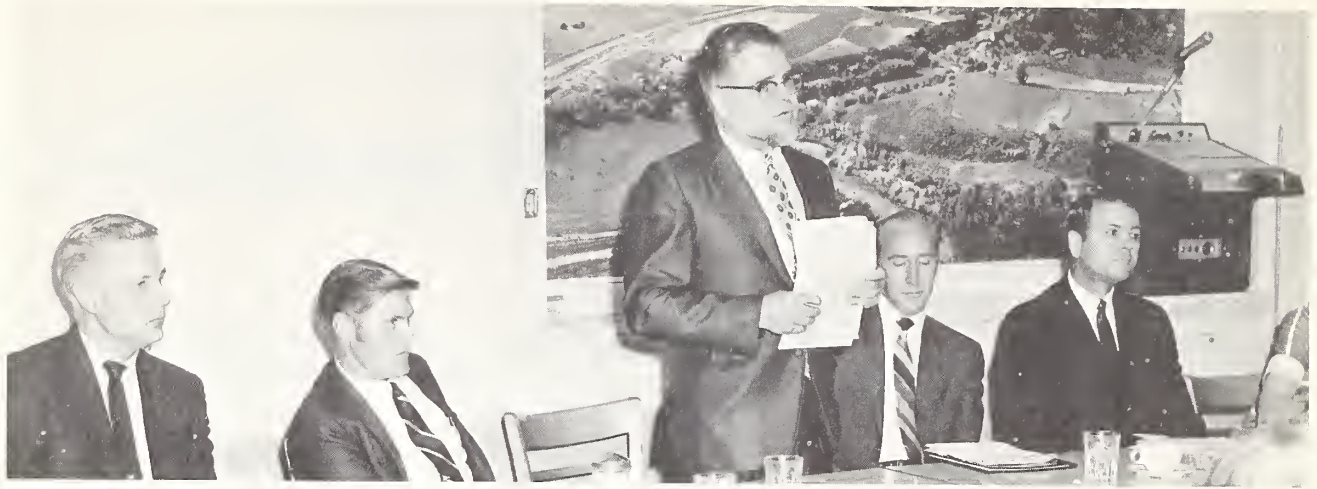
Three Graduate School students and two employee development officers provided guests at our May faculty luncheon with summaries of the responses to our self-evaluation questions from -- appropriately enough -- students and employee development officers.

Taking part were Walter J. Tudor, of the Naval Facility Engineering Command, and Jesse Moore and Charles Brantner of the U. S. Department of Agriculture, who presented responses from the students; and Richard Stearns, U. S. Department of Commerce, and Mrs. June Burns, Board of Governors of the Federal Reserve System, who summarized the training officers' viewpoints.

Assistant Director of the Graduate School, Edmund Fulker, who is heading up the self-evaluation study, and Dr. James McPherson, who heads our Committee on Academic Excellence, moderated the program.

Among the strengths of the Graduate School's evening program, in the opinion of students, the panel reported, are: the wide spectrum of studies, highly qualified and practical instructors, low cost, and convenient locale and hours. The special programs courses, students believe, gain strength from instructors who are authorities in their field, good climate for learning, practicality of courses, flexibility, and ease of admission. The independent study program (correspondence courses) were praised by students for serving definite needs and for being designed to fulfill a specific purpose. While there seems to be some bias against correspondence courses even by students who enroll, once a student completes a correspondence course, he tends to want more correspondence study.

Responses from employee development officers showed that they believe Graduate School strengths are displayed by improved work performance, morale, and interest in their jobs by students who have taken courses -- and also by promotions earned by such students. EDO's also praised the school's low cost and flexibility and the faculty's expertise. They also cited the school's responsiveness to changing needs and called it "practical and relevant." As further evidence of the strengths



Left to right: Walter J. Tudor, Richard Stearns, J. James McPherson, Charles Brantner, Jesse Moore and June Burns.

of the school, they said employees ask for more courses.

On the other side of the ledger, when asked to list the Graduate School's weaknesses, students mentioned in relation to the evening courses "inadequate parking, no degrees given, small classrooms, no lab facilities, dangerous neighborhood, too much disparity in background and qualifications among students."

The special programs courses were also criticized for not being accredited. Also cited was "inadequate description of course contents, lack of course counselling prior to enrollment."

Many of the complaints about the independent study courses actually focused on the mail service. "Lack of time to complete courses" was mentioned frequently, also.

Training officers offered similar criticisms; they also observed that the school "can't get outstanding professional teachers -- that the teachers we have, who work all day are tired at night when they are teaching Graduate School courses." EDO's suggested that more "course coordinators" are needed.

In response to the questionnaire's request for proposals to strengthen Graduate School programs, students offered suggestions ranging from "get people to will money to the Graduate School" to "make it into a Federal College." Many thought the school should offer degrees and become accredited. Also suggested were better registration procedures -- perhaps by mail; courses for retired personnel; visiting professors; short courses for local government officials; courses in new fields; special courses to help Negroes with college degrees advance to better-paying positions; better grouping of students; keeping up with curriculum changes in regular universities and with changes in the business world; and "better selling" of the school directly to supervisors. Students suggested that the independent study courses might build in more deadlines, improve accessibility of instructors

and provide more counselling in what course content is and what would be advisable for the student to take.

Training officers suggested new courses on organizational development, middle management, race relations, discrimination counselling, "training for trainers," and courses that would help to bring the disadvantaged more fully into the Federal work force.

Suggestions as to what the Graduate School should be doing five to ten years from now included "a building or facilities of your own, more packaged courses, more use of audio-visual materials and televised courses, computer-assisted instruction, wider variety of teaching methods including programmed instructional materials, workshops for teachers, a staff of innovators, offering associate degrees, more course offerings in the suburbs, and during the day."

Respondents felt that the Graduate School should maintain its flexibility, broad curriculum, and low tuition rates -- but be sure to continue to adapt to changing needs.

EDITORIAL COMMENT

Many students, teachers, and committee members have raised questions about having the Graduate School grant degrees and making course credits transferable to other institutions of higher learning. These are continuous and persistent questions and I do not believe they can be dismissed lightly or with any degree of finality.

The Graduate School is a continuing education program of high quality but is not primarily concerned with college transfer courses. We have no present plans to grant degrees since this would change the character, the focus, and the nature of the school itself.

We do applaud the efforts on the part of institutions of higher learning to give appropriate credit by transfer, by examination, by evaluation of independent study. We are interested in encouraging this effort in general but we are not now trying to get any specific institutions of higher learning to accept our credits. Transfer of credit is always done on an individual basis.

The Civil Service Commission does recognize our credits, on the same basis as other institutions of higher learning. Since we are concerned with improving the Federal service it is very important that we maintain this relationship.

John B. Holden

FEDERALISM IN TRANSITION: THE DYNAMICS OF CHANGE AND CONTINUITY

Warnings of an impending crisis in the Federal system were coupled with suggestions for remedial action in the opening address, April 16, in the 1969 William A. Jump/I. Thomas McKillop Memorial Lectures in Public Administration, "Federalism Today."

The speaker was Robert E. Merriam, a former assistant to the late President Eisenhower and currently president of University Patents, Inc., of Illinois. Focussing his attention on the Federal system's challenge in the cities, Mr. Merriam called on President Nixon to develop and send to Congress a "National Urban Plan" which would specifically delineate the areas of national concern and ways to finance the cures.

Such a plan has never before been formulated, Mr. Merriam said. With the end of the Vietnam war hopefully not far away, the resulting "fiscal dividend" from unneeded defense expenditures could finance new programs. But immediate action is necessary to formulate this comprehensive plan, he said, lest Congress finds itself making piecemeal concessions to special interest groups once this "fiscal dividend" becomes available.

The lecture series was opened by Secretary of Agriculture, Clifford M. Hardin, who remarked that by facing the problems of modern government "we increase our chances for a more effective Federalism and a better quality of life." Robert Janes, assistant director of the Office of Intergovernmental Relations, served as moderator.

Since the American Federal system was first formulated nearly 200 years ago, Mr. Merriam said, both the manner of change within the system and the tempo of the changes have taken on new dimensions. Yet the response of government at all levels has not been satisfactory, he held.

The needs of the coming years, he said, require that the Federal government abandon its "father knows best" attitude, that the States put aside parochialism, and that the local governments turn to the pressing issues of black versus white and urbanism versus suburbanism.

Among his concrete proposals, Mr. Merriam included a restructuring of the apparatus for channeling Federal assistance to State and local governments. He called the present grant-in-aid system "antiquated."

One of the lecture's two reactors, Senator Lee Metcalf, of Montana, disagreed with this observation. He said that grant-in-aid programs such as Social Security and interstate highway construction assistance have given the States a large measure of power in handling Federal funds.

"When you point out that we haven't taken care of the urban problem," Senator Metcalf said, "you point out that we ought not to abandon the grants-in-aid approach but that we ought to modify it, to change it."

The other reactor, Senator Clifford Hansen, of Wyoming, held that the Federal government was capable of categorizing the Nation's problems, such as education or housing, although these problems weren't manifest in the same way in every locality. "If the Federal government could give monies back to the States with fewer strings attached, I think we can see that the funds are better spent than they are now," Senator Hansen said.

Mr. Merriam also remarked that some recent actions, such as Congressional passage of the Intergovernmental Cooperation Act and Mr. Nixon's creation of an Urban Affairs Council, were hopeful signs for the Federal system.

He acknowledged that many public officials would fear a "National Urban Plan" as a threatened takeover of the cities by the Federal government. Although the plan would not seek that end, Mr. Merriam warned that "without drastic action now, the only alternative will be to turn everything over to the Federal government."

THE CRISIS IN FISCAL FEDERALISM

The second lecture, delivered, April 23, by former Budget Bureau Director Charles J. Zwick, covered the pros and cons of various plans for sharing Federal revenues with the States.

Dr. Zwick held that under the topic of revenue sharing, three issues were actually being debated: first, how big a public sector is desirable; second, what programs should receive priority within that public sector; and third, how Federal funds will be channeled to lower levels of government and what role these levels will assume.

In considering the size of the public sector, Dr. Zwick pointed out the belief of many public officials and economists that getting funds from Washington was a more reasonable approach than further exploiting local resources to fund additional, necessary public services. Passing Federal revenues directly to the States, in turn, could counteract the depressing effect on the economy which some experts fear will result from ever larger Federal budgets.

Dr. Zwick also held that passing revenues on to the States with no strings attached would result in a shift in priority away from the regular Federal programs, such as defense and space, to programs traditionally handled by the States, such as education.

Also accompanying any revenue sharing plan, Dr. Zwick said, would be a strengthening or weakening of various levels of government. For example, giving governors more spending authority, he said, could strengthen the State houses at the expense of power in Congress. On the other hand, categorical grants for specified purposes, such as education, would strengthen the local educational agency at the expense of the local mayor's authority.

An additional factor in channeling funds, Dr. Zwick said, was the concern of mayors that a specified amount allocated to the States "pass through" to local governments.

Dr. Zwick said that "over the years we've reached de facto revenue sharing." Grants-in-aid are the fastest growing part of the Federal budget. In 1960 these aid programs accounted for only \$6.8 billion while in the current budget they account for \$23 billion. This fourfold increase in grants-in-aid and a 2 1/2-fold increase in transfer payments, such as Social Security, contrasts with only a two-thirds increase in the rest of the Federal budget between 1960 and 1970.

Concluding, Dr. Zwick said that a revenue sharing program would increase expenditures at the State and local levels of the public sector, it would alter the mix or priorities in public sector programs, and it would have a major impact in strengthening or weakening various levels of the Federal system.

In reacting to Dr. Zwick's remarks, Congresswoman Martha Griffiths, of Michigan, first noted some realities of the plan. The highly populated States supplying most of the Federal revenue would in turn demand most of the revenue to be shared, she said, and once the money reached the States the legislatures would have difficulty effecting an equitable apportionment of the funds. Categorical grants would be a form of revenue sharing more likely to pass through Congress, although this plan would still result in telling the States how to spend their money by directing it for education, housing, or other specified programs. At any rate, Mrs. Griffiths said, a revenue sharing plan is no nearer enactment than when the concept was first introduced several years ago.

The other reactor, University of Connecticut Professor James A. Maxwell, strongly supported revenue sharing. He said the plan was one way of altering the imbalance between the Federal and State and local governments. The local governments, he said, had an excess of functional responsibilities in relation to revenues while there was a reverse situation in the Federal government. Professor Maxwell specifically disagreed with Dr. Zwick's forecast that revenue sharing would force a shift in program priorities. Professor Maxwell held that in areas such as defense and space the Federal government would continue to exercise the priority it had developed through expertise in these programs.

L. Laszlo Ecker-Racz, of the Washington Center for Metropolitan Studies served as moderator.

THE MANAGEMENT GAP AT THE FEDERAL LEVEL

Congressman John N. Erlenborn, of Illinois, who spoke on "The Management Gap at the Federal Level," April 30, denied that there is a gap in the usual sense -- that is, a lack of management.

Instead Mr. Erlenborn saw the problem as over-management, over-programming, and a resulting management failure. Using the Department of Defense as an example, the Congressman criticized management for wasting millions of dollars annually by failing to obtain the best military protection at the lowest possible cost.

Federal grant-in-aid programs now total over 400, Mr. Erlenborn said, "and no one

knows the exact number. There's no management gap here, but rather an organizational glut." To further emphasize the excessive programming, the Congressman pointed out that six cabinet level departments had separate water pollution control programs. In the Office of Economic Opportunity, he said, "thousands of ineligibles have been enrolled in Head Start or the Job Corps. There is a strong probability that millions of dollars are being funneled annually to the wrong recipients for the wrong purpose."

But, he said he refuses to say that the Federal government "is doomed to be less successful than private enterprise."

One means of improving the situation, he said, would be to "reduce the dominant influence of the Federal government by assigning more problems for correction by State and local governments. He said the Federal government was "ill-equipped and ill-attuned to handle many social and environmental problems."

Two additional remedies he offered were a reduction in the number of Federal grant-in-aid programs and the inauguration of Federal revenue sharing, since it is "time to return more authority to the local governments to see if they can do better than we have."

He also urged a strengthening of the Bureau of the Budget and the General Accounting Office, two agencies which he said were understaffed yet which could exercise a significant role in program streamlining and oversight.

In reacting to the Congressman's remarks, U. S. Comptroller General Elmer B. Staats agreed that the Federal government had been built up too fast and too much, without necessary improvements in the basic system of handling the increased load. He urged a better exchange of talent and information between the Federal, State, and local governments.

The other reactor, Dwight A. Ink, Assistant Director for Executive Management in the Bureau of the Budget, also focussed on grant-in-aid programs. He admitted that reams of paperwork are involved in seeking Federal funds and that this paperwork is time-consuming and costly. Nevertheless, some of this burden is necessary to insure proper use of funds by the recipients, he said.

A NATIONAL URBANIZATION POLICY

William L. Slayton, Executive Vice President of Urban America Incorporated, outlined how a national urbanization policy should be structured at the last of the current lecture series, May 7.

"A national urbanization policy has two components," he said. "The first is the statement of objectives; namely, desirable patterns of economic growth and population settlement. The second is a statement of the mechanisms and programs necessary to produce these desirable patterns."

"A National urbanization policy must be concerned with the pattern of population settlement and economic growth as it affects various geographic scales,"

Mr. Slayton pointed out.

He suggested eight objectives for such a policy, including:

1. creating opportunity for choice in housing and jobs for the poor and minorities;
2. encouraging limitation of population growth in over-crowded metropolitan areas;
3. encouraging orderly growth in the periphery of metropolitan areas;
4. encouraging growth of communities under 50,000 to about 250,000 to enrich opportunities;
5. encouraging creation of new communities, to siphon off cities' population growth;
6. encouraging growth of rural non-farm counties and communities, to improve economic opportunities;
7. providing greater help in rebuilding central cities of metropolitan areas; and
8. encouraging orderly development of urban areas such as Baltimore-Washington so that growth is in discrete areas rather than an amorphous, continuous urban area.

To carry out these objectives, Mr. Slayton suggested several necessary programs and mechanisms. He said, "The Federal government should encourage the States to create public development corporations with the power of eminent domain to acquire land, prepare a plan for the development of a new community or expansion of a smaller one, install utilities and public improvements, and then lease or sell the land to private developers who would agree to develop in accordance with the plan."

He also suggested that States should encourage the creation of metropolitan governmental organizations (not municipal governments) to deal with the physical development of the area and plan its development, including limitations on size of the area.

State and Federal governments should, the speaker said, fashion their public investment programs so as to produce the desired pattern of human settlement -- and central cities should have their powers and finances broadened so that they may undertake major redevelopment.

"We can fashion such a program if we so desire," Mr. Slayton said, "The question is, do we wish to exercise our collective judgment and authority to create an environment that will give us -- our children and our grandchildren -- the kind of living situation that will enhance rather than detract?"

Both reactors, Congressmen Albert W. Johnson, of Pennsylvania, and Thomas

Ludlow Ashley, of Ohio, agreed with the speaker on the necessity for action, Representative Johnson citing, particularly, the need for "new cities" and urban renewal and Representative Ashley citing the lack of policy at the present time and the typical American aversion to "planning" in the public sector.

Serving as moderator was William G. Colman, Executive Director, Advisory Commission on Intergovernmental Relations.

COMMUNICATIONS

A letter from our former bookstore manager, Everett Love, now serving with the U. S. Army in Vietnam lets us know that he misses his associates at the Graduate School. Everett has been nominated for the Army Commendation Medal for his efforts in recovering and replacing lost records after an enemy rocket destroyed his post's orderly room.

*

A student, Homero Alvare del Castillo, writes to offer congratulations on the "excellent courses you offer at the Graduate School."

"All of the instructors I have had do an excellent job of teaching," he says, "because most of all they are experts in their subject and they know how to com-
municate and most of all they know how to handle people." He commends courses he is taking at present, Civil Rights -- Solutions and Problems, Employee-Management and Management-Employee Communications, Public Personnel Administration, and Public Speaking for Beginners, and singles the instructors out for special praise. "If the opportunity to learn from these instructors had been mine in my younger years, I know I would have gone much farther in life"

*

Catherine I. Bahn, who taught a Graduate School class in maps and charts, has used her class notes as the basis for developing a three-part paper, "United States Government Mapping Agencies -- Recent Activities and Changes," the first part of which was published in the March issue of the Geography Map Division Bulletin of the Special Libraries Association. Miss Bahn is principal recommending officer, Science and Technology Division, Library of Congress.

*

Peter E. Evans, safety manager, District of Columbia Department of Public Welfare, has high praise for Harold Gordon, instructor of a Graduate School course in Systems Safety Management.

Mr. Evans says of the course, "Involvement is the word for our activities. This is achieved as follows: Each week a different student assists Mr. Gordon as

co-discussion leader; Each student serves as the recorder for one of the class seminars; There is maximum participation by the class in discussion of homework assignments; Classmembers are encouraged to distribute outside material on safety -- allowing for good exchange of ideas; Each classmember writes a paper on a subject of his own choosing, in the field of safety; Class members have voluntarily taken on extra assignments; After completing study of a textbook on management, the class concentrated on articles which supplemented the text -- with each student writing a synopsis of these articles and rating their value.

"A spirit of creativity, created by these activities, will show results much beyond the classroom," Mr. Evans concludes.

MEETING OF THE GENERAL ADMINISTRATION BOARD

The following actions were taken at a recent meeting of the General Administration Board:

The Correspondence Program was renamed, The Independent Study Program.

Nelson Fitton, Office of Information, U. S. Department of Agriculture, was appointed Chairman of the Publications Committee and Francis A. Gregory, U. S. Department of Labor, was appointed Chairman of the Committee on Technology.

The following goals for 1969/70 were approved:

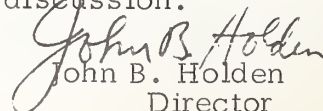
1. To offer selected evening courses at locations where government employees are concentrated - such as Rosslyn and Crystal Plaza.
2. To serve more field employees and those in isolated locations by increased efforts to individualize learning through the use of programmed and multi-media approaches to teaching.
3. To plan changing from the semester to the quarter system.

NEW MEMBERS

Secretary Clifford M. Hardin has appointed two new members of the General Administration Board. Don Paarlberg, Director of Agricultural Economics has been reappointed and the other new member is James Farmer, Assistant Secretary for Administration, U. S. Department of Health, Education, and Welfare.

SUMMER PROGRAM

We are offering a short program for summer employees. This will be geared particularly for young adults and the emphasis will be on study discussion. A program is enclosed.


John B. Holden
Director